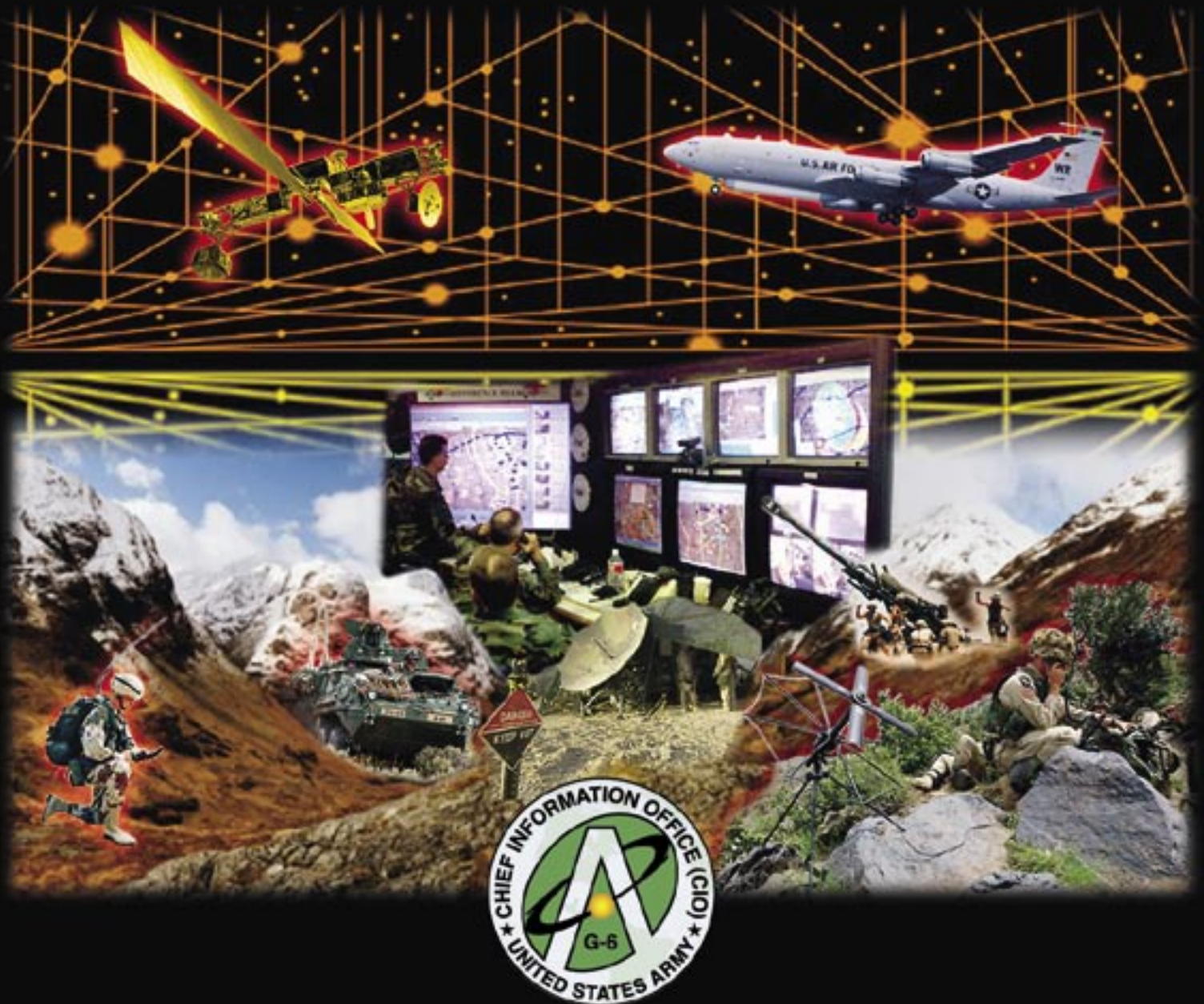


# Army CIO/G-6 500-Day Plan

**DELIVERING A JOINT NET-CENTRIC INFORMATION ENTERPRISE**



***"... in support of the Army Campaign Plan"***  
**Extract for the 2005 AUSA Conference**



# VISION

Deliver a joint net-centric information enterprise that enables warfighter decision superiority.

# MISSION

Provide architecture, governance, portfolio management, strategy, command, control, communications, computers and information technology (C4IT) acquisition oversight and operational capabilities to enable joint expeditionary net-centric information dominance for the Army.

**W**e remain an Army engaged in the global struggle against violent extremists. We are facing complex, irregular challenges that are becoming increasingly more sophisticated. We concurrently face the constant risk of catastrophic natural disasters as encountered with Hurricanes Katrina and Rita. Our challenge is balancing risk between current and future demands, while providing the best capability to our Soldiers to enable battle command in Joint and coalition environments. The Army's strategy to enable mission accomplishment centers around four overarching, interrelated strategies: People, Forces, Quality of Life, and Infrastructure. Transformation is the central thread that runs through these strategies and their execution plan, the Army Campaign Plan.



This pamphlet is an extract of the Army CIO/G-6 500-Day Plan. It describes the information management (IM) and information technology (IT) near-term execution framework that will provide leadership, direction, policy, and resources to capitalize on process and data management to help the Army function more effectively and efficiently. It also focuses on the technologies, concepts of operations, and organizational changes necessary to achieve horizontal integration and interoperability. IM and IT are not ends to themselves, but rather strategic enablers that contribute to the strategic mission today—to remain relevant and ready to meet the Combatant Commanders' needs. ★★★

# STRATEGIC GOAL 1

## DEVELOP AND MAINTAIN A SECURE, SEAMLESS, INTERDEPENDENT LANDWARNET NETWORK BY LEADING DEVELOPMENT AND ENFORCING THE USE OF AN INTEGRATED ENTERPRISE ARCHITECTURE:

LandWarNet is the Army's portion of the Department of Defense's (DoD) Global Information Grid (GIG). A combination of infrastructure and services, it moves information through a seamless network and enables the management of warfighting and business information. LandWarNet will enable voice, video, and data to the edge of the tactical formations — ultimately pushing these capabilities lower and lower into our Modular Army's Brigades, Battalions, and Soldiers. A robust LandWarNet will enable improved operational cycle times. This will create unprecedented levels of flexibility and agility for logistical support, actionable intelligence, and situational awareness, as well as for quality and speed of decision-making for enhanced Battle Command across the full spectrum of conflict and support to natural disasters.

To achieve these capabilities, the CIO/G-6 will plan, develop, implement, operate, and sustain a global information infrastructure to provide seamless and secure interoperability, network services, and end-to-end connectivity, as well as oversee the development, equipping, and training of signal forces. This architecture will be in synchronization with the Joint Staff J6 Campaign Plan and will be the Army portion of one virtual network that provides transport and services (e.g., core enterprise services) across the Joint force. ★



## MAJOR INITIATIVES

- Lead the Signal Regiment's transformation by ensuring sufficient AC/RC signal force structure at all levels of command to enable Battle Command in joint and coalition environments ensuring synchronization with the Army Campaign Plan.
- Manage the development, coordination, and delivery of integrated network architectures for deploying units and for Reset of Army forces. Synchronize GIG-Bandwidth Expansion and Installation Information Infrastructure Modernization Program (I3IMP) with Base Realignment and Closure (BRAC) decisions and DOD Integrated Global Basing and Posture Study (IGBPS).
- Lead the Army's campaign for bandwidth. Provide the transport network to exchange voice, video, and data throughout the operating and generating force. Push these capabilities to Brigade, Battalion, and Soldiers by leveraging the full range of satellite programs, teleports/Joint Network Nodes (JNN), and the I3IMP. Ensure signal forces are equipped with the requisite equipment, tools, and skill sets to meet the demands of the battlefield.
- Manage the establishment of an initial Future Combat Systems (FCS) common operating environment. Spiral enabling technologies to provide interim capabilities for the current force in the near term through Joint Network Transport Capability Spirals (JNTC-S). Establish the road ahead to achieve an integrated transport layer through the Warfighter Information Network - Tactical (WIN-T) and Joint Tactical Radio System (JTRS).
- Ensure sufficient spectrum with appropriate allocation, tools and methods. Advocate the appointment of a senior acquisition professional to oversee the development, integration and interoperability of spectrum management tools employed by FCS, JTRS, WIN-T and the Joint Network Management System (JNMS) Leverage science and technology programs to bridge current force capabilities with the future force.



## STRATEGIC GOAL 2

### LEAD ENTERPRISE INTEGRATION TO ACHIEVE DECISION SUPERIORITY BY TRANSFORMING PROCESSES, APPLICATIONS, AND DATA INTO NETWORK-CENTRIC CAPABILITIES ACROSS THE ARMY:

The Army CIO/G-6 is leading the transformation of processes, data, and applications to increase responsiveness to Combatant Commanders by applying IM concepts and information technologies. The CIO/G-6 will integrate policy, processes, and technology through initiation, validation, and enforcement of business process re-engineering. This will facilitate the sharing of knowledge necessary to optimize decision making, resulting in more effective and efficient mission planning and performance.

The CIO/G-6 will support the transformation of functional domain capabilities through integrated, data-centric solutions across the operating and generating forces. Streamlined, integrated processes will foster agile, adaptive organizations and free resources for investment in warfighting capabilities. ★

#### MAJOR INITIATIVES

- Transform the Army to a knowledge and information culture to support decision superiority and achieve the DOD vision of a net-centric environment for warfighting and business operations.
- Establish and manage the architectural framework to support transformation and to enable interoperability of Army and Joint warfighting capabilities.
- Enable "Cross-Domain Sharing" of knowledge among all operators and decision makers by establishing standard data in accordance with the DOD Data Strategy and energizing process improvement and data-centric enterprise solutions for all mission areas/domains. Assess data management for all major Army programs.
- Establish governance structures and processes to effectively manage the Army's IT-based capabilities and associated investments to eliminate stove-piped systems and achieve joint interoperability. This will include, in part, an interoperability testing facility to conduct intra-Army interoperability testing against Army and Joint mission threads established by Combat Developers. This certification will be conducted across all domains and mission areas.
- Provide classified and unclassified enterprise services for global file sharing, threaded discussions, instant messaging, email, notification, calendaring, and polling services through the Army portal, Army Knowledge Online (AKO). Extend these services, as well as increased responsiveness, to deployed forces via AKO Forward.
- Accomplish process and application consolidation/efficiencies and improvements ensuring timely information to support operations and decision making. Leverage process improvement (e.g., Lean Six Sigma). Identify all redundant and stovepiped IT investments for reduction.
- Determine a standard knowledge management capability (i.e. Battle Command Knowledge System approach) approach and promote its use by all warfighting domains.



## STRATEGIC GOAL 3

### PROTECT AND DEFEND THE ARMY'S SYSTEMS, NETWORKS, AND INFORMATION:

The CIO/G-6 will defend, protect, and manage the information infrastructure through a proactive information assurance (IA) policy, governance, and operations. This requires a defense-in-depth strategy using risk management principles and multi-level security mechanisms to protect the layers of the Army information systems, networks and data. Support the newly formed Department of the Army Inspector General IA Inspection Teams ★

#### MAJOR INITIATIVES

- Standardize IA policy, processes, and procedures. Provide enterprise-wide IA tools, policy and management to achieve balanced IA and information access. Expand Common Access Card (CAC) and Public Key Infrastructure (CAC/PKI) implementation in accordance with Homeland Security Presidential Directive 12 to include CAC login to the Army Network.
- Develop and evolve the Army Enterprise Network Operations (NETOPS) Integrated Architecture (AENIA) to strengthen network defense at all levels. Lead the redesign of the Army's network perimeter defense as part of Army Enterprise NETOPS. Integrate IA throughout the lifecycle of network architecture, design, development, and sustainment to strengthen Army and DOD computer network defense.
- Begin reduction of Army Processing Centers (APC) from over 200 to 7.
- Implement IA by providing strategic entry point access to the Defense Information Systems Network (DISN) and Army Service Component Commands with embedded IA to Joint and Coalition Forces.
- Develop the IA component of the GIG Integrated Architecture to define cyber security capabilities required to realize the vision of an assured net-centric enterprise. By leveraging enhanced IA capabilities, this initiative will culminate in a richly integrated and highly assured federated enterprise environment supporting DoD, the Intelligence Community, and the Department of Homeland Security.
- As the DOD Executive Agent, facilitate Biometrics enabling technologies for assured identity to achieve cross-referencing biometric identification requirements (friendly and adversary).

## STRATEGIC GOAL 4

### ENSURE ARMY INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY INVESTMENTS MAXIMIZE JOINT AND ARMY CAPABILITIES:

The CIO/G-6 will improve effectiveness and identify efficiencies that free resources to better support operational requirements. The CIO/G-6 will ensure IT investments support only transformed, integrated processes that further achieve the development and validation of capital planning strategies that improve combat capability, warfighting readiness, and mission performance. These investments will be managed as portfolios and will be in compliance with the Army Enterprise Architecture. Support the Army Audit Agency initiative to review Major Commands' IT expenditures ★

#### MAJOR INITIATIVES

- Improve the IT resourcing process by linking domain governance and the IT investment strategy process and use it to establish integrated functional IM and IT priorities.
- Develop and implement an Army IT Portfolio Management (PfM) process and deploy it as the IT portfolio management decision support tool.
- Use the PfM process to ensure resource allocation efforts satisfy strategic goals with compliant solutions and provide built-in budget justifications.
- Ensure acquisitions/purchases use enterprise licensing to maximize mission capabilities.
- In accordance with the Secretary of Army and Chief of Staff of the Army AKM IT Portfolio Governance Memorandum, reduce redundant and stove-piped IT investments by 80% by the end of FY 2007.



# STRATEGIC GOAL 5

## DEVELOP THE ARMY'S INFORMATION TECHNOLOGY AND INFORMATION MANAGEMENT KNOWLEDGE AND SKILLS TO SUPPORT MISSION NEEDS:

The CIO/G-6 will expand the capabilities of all Soldiers and civilians by strengthening their knowledge, skills, and abilities in managing technology, processes, and information. IM and IT competencies enhance the capabilities of Army personnel, whose innovative nature and desire to excel give the Army our greatest competitive advantage. ★



### MAJOR INITIATIVES

- Provide training, education, and professional development opportunities to update and strengthen the competencies of the Army IT management civilian workforce (Career Program-34). Recruit top talent for the Army Knowledge Leaders Program, an innovative premier training program that grooms future CIO and Knowledge Management (KM) leaders.
- Develop flexible and agile IM/IT skill sets and promote modern standards for IM/IT professional development and practice. Promote Army e-Learning and online skills-based training for all Army personnel – Active Duty, National Guard, Army Reserve, and civilians.
- Develop a plan to synchronize military and civilian education and training for the whole Army IT workforce. Build Army Knowledge Management (AKM) literacy through training and distributed learning to maximize knowledge and awareness of AKM in the Army military and civilian communities.
- Support the concept development and implementation strategy for LandWarNet University. Partner with Training and Doctrine Command (TRADOC) to revamp Soldier and civilian training for new network technologies.



# STRATEGIC GOAL 6

## DELIVER AN INTEGRATED ENTERPRISE STRATEGY THAT INFLUENCES JOINT AND ARMY USE OF INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY IN FURTHERING THE WARFIGHTING CAPABILITIES:

Produce a timely Army IM and IT strategy and ensure related policy positions influence DOD, and Joint strategy and planning. Ensure IM and IT strategy reflects an understanding of Joint warfighting capability requirements. Ensure resolution of emerging strategic IM and IT issues. ★

### MAJOR INITIATIVES

- Ensure Army IM and IT strategy is consistent with and fully integrated in the DOD/Joint strategy.
- Ensure all constituents understand and implement the Army IM and IT strategy through an effective strategic communications plan.
- Coordinate and synchronize the development of the LandWarNet Consolidated IT Services Strategic Plan to include establishing Area Processing Centers, completion of Active Directory for unclassified use, developing guidance for Active Directory implementation on Secure Internet Protocol Router (SIPR) Network, and developing and initiating a Microsoft Exchange 2003 Migration Plan.
- Develop with DOD and the Department of Homeland Security (DHS) the strategy to achieve network interoperability between DHS's Homeland Secure Data Network and the DISN for information sharing in support of Homeland Security.
- Accelerate the Army's move to Everything over Internet Protocol (EoIP) to reduce the tactical footprint and manpower by 50% and make Soldiers and resources available to provide additional signal capabilities for the Armies, Corps, Divisions, and Brigades.
- Enlist OSD, Joint Staff, Defense Information Systems Agency (DISA), and the services to accelerate Generation III at the Teleports for a full IP capability.

# CLOSING THOUGHTS

Indeed, the institutional Army, the Army's business platform, must transform to realize efficient information sharing, effective communication linkages, and joint, standardized data collection processes between stakeholders. Collaborative IM and IT business capabilities enable warfighter decision superiority.

Ultimately, the success of these initiatives rests with each CIO/G-6 organization. Open communication, trust, dedication, and active participation are essential. Working together, we will improve the decision-making concept of operations so that the warfighter has increased combat power, speed of command, greater lethality, and increased survivability. The plan establishes the framework for delivering C4IT operational capabilities to enable joint expeditionary net-centric information dominance for the Army. ★★★





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